



Approved For Release 2002/08/15 : CIA-RDP83B00823R000400040028-0

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

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08 JUL 1976
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July 27, 1976

REFERENCE COPY

RETURN TO OS REGISTRY

MEMORANDUM FOR THE SECRETARY OF STATE
THE SECRETARY OF THE TREASURY
THE SECRETARY OF DEFENSE
THE ATTORNEY GENERAL
THE SECRETARY OF THE INTERIOR
THE SECRETARY OF AGRICULTURE
THE SECRETARY OF COMMERCE
THE SECRETARY OF LABOR
THE SECRETARY OF HEALTH, EDUCATION,
AND WELFARE
THE SECRETARY OF HOUSING AND URBAN
DEVELOPMENT
THE SECRETARY OF TRANSPORTATION
THE DIRECTOR, CENTRAL INTELLIGENCE AGENCY ✓
THE ADMINISTRATOR OF GENERAL SERVICES
THE ADMINISTRATOR, NATIONAL AERONAUTICS
AND SPACE ADMINISTRATION
THE CHAIRMAN, CIVIL SERVICE COMMISSION
THE ADMINISTRATOR, SMALL BUSINESS
ADMINISTRATION
THE ADMINISTRATOR OF VETERANS AFFAIRS
THE ADMINISTRATOR, ENERGY, RESEARCH AND
DEVELOPMENT ADMINISTRATION
THE ADMINISTRATOR, ENVIRONMENTAL PROTECTION
AGENCY
THE ADMINISTRATOR, FEDERAL ENERGY
ADMINISTRATION

SUBJECT: Presidential Management Initiatives

At the President's management meeting on July 23 he asked that we advise you promptly as to the specific actions he expects to be taken by each agency.

As you know, the meeting covered a lot of territory. For purposes of this follow-up we have divided the subject matter as follows:

1. Decisionmaking and departmental organization.
2. Evaluation of current programs.
3. Reduction of the burden of Federal reporting and regulations.
4. Contracting out and holding down overhead costs.
5. Personnel management.

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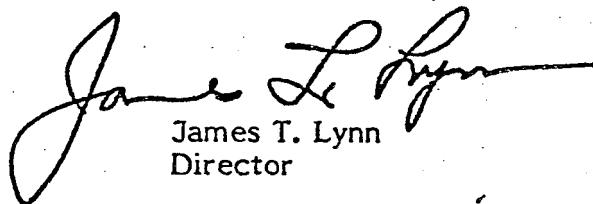
OS 63515

A more detailed summary sheet of things to be done in each of these areas is attached. As you will note some actions are to be taken in the near future -- by August 23, September 3, September 21, or October 21, as the case may be -- but some go into fiscal year 1978. However, whatever these specific times for action, we would appreciate having from you by August 23 an overall plan as to how you are going about tackling each of the initiatives. Within two weeks of receipt of your initial plan, we will be back to you with such comments and suggestions as we may have.

The President wants to be brought up to date monthly on how each of the agencies is progressing. Accordingly, we will be sending to you shortly a suggested format to be used for this purpose. We hope that there would be two such reports submitted in time for the next management meeting, which the President expects to hold in mid-September.

I have asked Fernando Oaxaca, Associate Director for Management and Operations, to coordinate these matters for me. He can be reached on 395-3423. I would appreciate your letting me and Mr. Oaxaca know as soon as possible the name of the person in your agency who will be responsible for this overall effort.

Many of the tasks contemplated by these initiatives are not easy ones. However, the President has given us clear marching orders and I believe that by working together some very substantial further improvements will result. If my staff or I can be of help at any point along the way, please let us know.


James T. Lynn
Director

Attachments

1. DECISIONMAKING AND DEPARTMENTAL ORGANIZATION

Each agency should:

- A. Determine the extent to which there is a unit within the agency reporting directly to the agency head which has the mandate from the agency head (and the requisite personnel) to assist the agency head in carrying out the following in an unbiased manner: (a) determining MBO's, (b) assuring that important decisions are made only after consideration of all relevant factors, including the impact on competing priority goals of the Administration and on programs of other agencies, and the views of the public, (c) identifying the need for and guiding the design and implementation of program impact and efficiency evaluations, (d) assuring prompt and complete implementation of the agency head's decisions, and (e) coordinating all of the foregoing with the agency's budget process.
- B. By September 21, report to OMB on the agency's assessment of its situation with respect to A above and the steps taken and remaining to be taken to establish or upgrade such a unit. Such steps shall not involve an increase in ceilings or supergrades.
- C. Review for possible improvement, the agency's MBO's for FY 1977, and in accordance with OMB guidance to be furnished, submit proposed agency head MBO's for FY 1977 and 1978, as part of the FY 1978 budget process.
- D. Promptly include among the agency's MBO's those necessary to carry out the actions directed by the President at the meeting.
- E. Develop and insist on utilization of the decisionmaking checklist approach to decisionmaking. OMB will provide promptly a draft with a request for comments and suggested revisions within 30 days.
- F. Review current staffing patterns and structures to identify unnecessary position layering and excessive organizational subdivisions. Develop a plan to consolidate subunits with similar and related functions. Establish guidelines which will be reviewed by OMB for "assistant to" positions, including number per policy official and grade level. Procedures should be established to ensure at least agency deputy level review of proposals to create new subdivisions and "assistant to" positions.

OMB is developing procedures whereby each year, in conjunction with budget submissions, each agency will also submit a management plan for the budget year. Such plans will include initiatives to carry out actions directed by the President at the meeting as well as such other management initiatives as appear desirable. Management plans will be reviewed and finalized in the Presidential budget process.

2. EVALUATION OF CURRENT PROGRAMS

Each agency should:

- A. Assign to its policy and evaluation unit (see 1.A and B in Decisionmaking and Departmental Organization) responsibility to identify the need for, and guide the design and implementation of program impact and efficiency evaluations. For this purpose program impact evaluation means the comprehensive assessments of program impact to determine whether a program is adequately and effectively meeting its objectives as established (or perceived) in statute or regulation. Program impact evaluations also seek to determine the cost, including the extent of unintended adverse consequences. Efficiency evaluations do not question the need for or intent of the program. Efficiency evaluations may focus on a given segment of a program to determine if there are ways of achieving costs savings, or a more efficient approach to providing service delivery under the program, or a less burdensome way to achieve the programmatic objectives. At the meeting, this was referred to as "Operation Barnacle Removal."
- B. By August 23, identify to OMB ten efficiency evaluations -- determined on a priority basis -- now underway or planned (a) for the period through December 31, 1976, and (b) to the end of FY 1977, all with timetables for completion. If the agency can't identify or handle ten, it must at least explain why not.
- C. Develop in accordance with OMB guidance which will follow, a management plan (to complement the agency budget submission for FY 1978), and as part thereof describe the agency's proposed program impact evaluations to be completed or at least started in FY 1977, FY 1978, and FY 1979. These plans will be reviewed and finalized in the course of development of the FY 1978 budget.

As part of such management plan, the agency will be expected to provide for systems that will assure (a) identification of those programs that should receive program impact and/or efficiency evaluations on a regular basis, (b) the proper timing and frequency, (c) proper design, (d) proper public participation in design and implementation, (e) proper interagency coordination in such evaluations, and (f) that such evaluations are properly coordinated with the budget process and policy-making.

3. REDUCTION IN THE BURDEN OF FEDERAL
REPORTING AND REGULATION

Each agency should:

- A. Reduce the burden of Federal paperwork on the public (hours spent in compliance) by at least 5% by the end of FY 1977 and by an additional 15-20% by the end of FY 1978 (which gives enough time for enactment and implementation of substantial reform through legislation). By August 23, each agency is to submit to OMB a tentative plan for reducing paperwork burden further with timetables through December 31, 1976, FY 1977 and FY 1978. To the extent possible, each agency should adopt the 5%, 15-20% targets or better them. In addition to providing guidelines for agency use in achieving this goal, OMB will direct agency head attention to specific programs which appear to have large reporting burdens and will request that specific attention be given to these programs.

Overall ceilings will be established by OMB for the number of repetitive and single-time reports to be permitted. Present stringent short-term guidelines will come into effect automatically when ceiling is reached. Such guidelines will be introduced selectively for agencies which reach their assigned share of the overall ceilings even though the ceiling itself may not be reached for the Executive Branch as a whole.

OMB will develop additional standardized financial and administrative procedures to reduce the reporting burden on recipients of Federal grants.

- B. Agencies are to develop and submit to OMB specific schedules for regular, periodic review of regulations governing programs to assure that administrative procedures and reporting meet only basic continuing needs for agency program management. See evaluations above. Only as an example, consider improvements in auditing grantees; the same programs are often audited by Federal, State and local audit groups.

4. CONTRACTING OUT AND HOLDING DOWN OVERHEAD COSTS

- A. Contracting Out. To further the objective of maximum reliance on the private sector in accordance with OMB Circular No. A-76, agencies should:

✓ 1. By August 23, submit to OMB an initial plan for increasing their reliance on the private sector to carry out overhead or program functions in accordance with the Circular. Unless very good reasons are given, each agency will be expected to identify at least five functions presently performed in-house that will be reviewed from this standpoint (together with timetables for action). Agencies will be expected to better these targets, wherever possible.

2. By September 21, review and revise their implementing instructions and procedures for contracting out to ensure that all in-house commercial and industrial activities are reviewed and terminated if not justified as an exception to the contracting out policy. Agencies are also expected to tighten the review of proposals to initiate or expand in-house commercial and industrial activities. To assure that such instructions are carried out, systems for periodic review of existing functions and review of new proposals from the standpoint of Circular No. A-76 should be installed.

B. Overhead Cost.

1. Identification of Overhead Costs. Agencies should set up systems for routinely determining and analyzing overhead costs. This need not involve costly new recordkeeping systems, but could rely instead on cost-finding techniques and special studies.

2. Travel. To hold down travel costs:

(a) Agency heads should personally review fiscal year 1976 reports of travel savings and accomplishments prior to submission to GSA in August 1976 (as required by OMB Bulletin No. 76-9, as amended) - to identify areas where greater improvement can be made.

(b) By September 3, agencies should develop and report to GSA plans to further reduce travel costs in fiscal year 1977. This plan should include a specific and challenging reduction goal and should reemphasize the OMB travel guidelines.

(c) OMB will forward suggested methods and procedures for agency consideration for further controlling travel to assist in the development of this plan.

3. ADP Practices.

- (a) Agencies with substantial ADP investments (i.e., those that received an OMB allowance letter in February 1976) should organize a program to:
- reduce the unit cost of data processing;
 - eliminate nonessential or marginal computer workload;
 - reduce equipment rental through increased competition;
 - analyze the need and methods used for expanding government computer capacity;
 - minimize the automatic computer issuance of inaccurate or unnecessary checks and purchase orders; and
 - strengthen agency ADP management to overcome problems of computer fraud and security.
- (b) By August 23, all such agencies should prepare and submit to OMB a plan describing the specific actions they will accomplish in each of the above areas. The plan should address both short and long term action steps. GSA will submit a plan for increasing the use of "third party" and "plug-to-plug" compatible ADP rental contracts government-wide.
- (c) By September 21, all agencies should submit a progress report indicating short term accomplishments in each area. For the very large ADP agencies (i.e., DOD, NASA, ERDA, Treasury, and HEW), this report will not include equipment rental reduction efforts.
- (d) By October 21, the very large ADP agencies are to submit the results of an equipment rental review to GSA. This review will identify the extent to which the agency is using "third party" and "plug-to-plug" contracting techniques, the savings that have resulted, and plans for extending the use of these techniques over the next year along with estimated additional savings.

4. Cash Management.

- (a) Agencies—particularly those with significant collection operations like HUD, Interior, FEA, SBA—should follow Agriculture's lead in cash management. Agencies should modernize their cash management practices to include:
- rapid billing and collecting procedures;
 - proper timing of payments; and
 - accurate cash forecasting.
- (b) Treasury and OMB will assist in these efforts, and, by October 21, report to the President on savings that have been or can be realized.

5. Reproduction Equipment.

(a) Agencies should:

- require more efficient use of reproduction equipment; and
- maximize centralized field duplication services.

(b) GSA should review agency efforts and, by October 21, report to the President on savings that have been or can be realized.

6. Audiovisual Activities.

(a) The Departments of Justice, Transportation, and Health, Education, and Welfare are scheduled to report to OMB in July on their plans for consolidating their audiovisual facilities in the Washington, D.C. area. A similar report is scheduled from the Department of Defense in August.

Heads of these Departments should personally review the reports prior to submission to OMB.

(b) In addition--to hold down overall audiovisual costs--all agencies should:

- Review existing facilities both in central offices and in the field, eliminate or consolidate, where possible (keeping in mind available facilities in other agencies and in the private sector).
- Establish controls to prevent the acquisition of unnecessary equipment and supplies.
- Use existing government-owned films, video tapes and recordings in lieu of new acquisitions, where possible.
- By September 21, OMB is to report the results of this effort to the President.

7. Telephone Equipment and Usage.

(a) Millions are spent annually on telephone services provided by GSA through the Federal Telecommunications System as well as those services secured by direct telephone contract.

(b) To reduce the cost of telephone equipment and usage, agencies should:

- Review existing telephone equipment and usage to ensure optimum use of this service.

- Request GSA's assistance in the review as appropriate.
- Report to OMB, by September 3, on achieved and expected savings in telephone equipment and usage.

8. Mailing Practices.

- (a) To effect cost savings in postal mailings, the National Archives and Records Service (NARS) and Postal Service are submitting a plan to OMB on ways in which savings can be realized.
- (b) Agencies should:
 - Issue instructions on the most economical utilization of available services based on the guidelines and handbooks issued by NARS.
 - Provide adequate training for employees to implement the instructions.
 - Monitor mail practices to insure that mail is sent by the most economical means.
 - Seek the assistance of NARS and the Postal Service to effect economies in the handling of mail.
 - Report to NARS by September 21 on achieved and expected savings in mail practices.

9. Office and Other Space.

- (a) To effect efficiencies in space utilization, agencies should:
 - Review present space utilization and assure that per person square footage of space is kept to a minimum in keeping with efficient accomplishment of the agencies missions, and
 - Submit plans to GSA by August 23.
- (b) GSA should rewrite Federal Property Management Regulations to reflect new space utilization standards and other requirements growing out of studies and reviews of agencies' space needs. This should be done by October 21, if possible.

10. Record Storage

- (a) To keep unnecessary paperwork from piling up in files that are seldom if ever used and take up needed floor space, agencies should dispose of or retire records to storage in accordance with records control schedules.
- (b) GSA should review and reenergize agency efforts in these areas, and, by September 21, report to OMB any savings that have been or can be realized.

5. PERSONNEL MANAGEMENT

Executive Selection and Development - Identification and training of personnel having executive promise, and development of incumbent executives.

Work Force Quality - Evaluation of employee programs which affect overall work force quality, specifically: recruitment, employee performance evaluation, career advancement, managerial incentives and training.

Position and Classification Management - Systematic reexamination of internal systems, and appropriate corrective action to restrain grade escalation and to eliminate duplication of work or under-utilization of personnel.

① Productivity Measurement - Improvement of productivity measurement and extension of such measurements to functions not presently covered, as a means of judging both managerial and individual staff performance and of improving productivity. *Trend*

Employment Ceilings - Adherence to Presidential employment ceilings and avoidance of congressionally mandated minimum employment levels.

A. Agencies should establish and improve comprehensive selection and development systems, under Executive Manpower Resources Boards, providing:

- Selection processes which ensure that, when management vacancies occur, they are filled carefully with the best qualified individuals available.
- Identification of mid-career employees with the greatest managerial potential, and provision of developmental experience to prepare them for future responsibilities.
- Planned training and other developmental opportunities designed to focus incumbent managers' attention on their managerial responsibilities and to enhance their abilities.

B. Each agency, by September 3, should identify (or establish) one executive selection and development system to serve as a model for stimulating the establishment of comparable systems in all major organizational components by the end of FY 1977.

C. As an immediate part of this long-range and continuing effort, agencies should, by September 21, implement an operational "high potential" identification system and prepare individual development plans for a small number of people with especially high potential.

JUL 31 12 16 PM '76

ER

STATUS OF OBJECTIVES

The Office of Security has six FY 1976 Objectives; two at the DCI level and four at the DDA level. Both DCI level Objectives have encountered a slippage. In one Program, SACS, the slippage will not affect the completion date. In the second, purging of OS records, the Office of Security is restructuring the Objective with broader requirements and establishing it as a DDA FY 1977 Objective.

Of the four DDA level Objectives, one is clinically completed with only peripheral work requirements to be satisfied. One Objective is current and the July 1976 Milestone of the third Objective was completed ahead of schedule. The fourth Objective experienced a two-month slippage in its final Milestone and will be completed in August vice June.

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OBJECTIVE STATEMENT:

By 31 December 1975, complete a study and propose a plan to reduce by at least 10% the total volume of Office hard-copy records as measured in the FY 1975 records management inventory. Such reduction would be carried out by identifying types of material that must be permanently collected and by identifying for destruction duplicate and other unnecessary file material so that its legal destruction could be accomplished as soon as authorization was granted following the conclusion of current investigations of Agency activities.

ESTIMATE OF RESOURCES

\$ 27,000

1 MY

ACTION OFFICER: DD/P&M

STAT

1- STATUS

JUL-AUG

SEP-OCT

NOV-DEC

JAN-FEB

MAR-APR

MAY-JUN

MILESTONES

COMPLETION DATES

1. Identify types and volume of records held by Office of Security components.

2. Categorize each record type as (a) must be kept by law, directive or regulation; (b) must be destroyed; (c) should be kept; and, (d) should be destroyed.

3. Identify problems, priorities and options for carrying out destruction and estimate resources required.

4. Outline schedule and submit proposed plan.

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OBJECTIVE NUMBER: OS-D 01-76

- (1) 18 November 1975: The various types of records held by Office of Security components were identified on schedule in September according to milestone 1 along with the volume measurement of each type. Categorization according to milestone 2 has been completed for the records held by all components except the Security Records Division. This division, which maintains the vast majority of OS files, has a significant problem in trying to categorize, in accordance with milestone 2, the security dossier holdings. We have slipped the completion date of this milestone until November to permit further review of this problem, recognizing that the categorization process in regard to security dossiers may require a totally different approach.
- (2) 23 January 1976: We have slipped completion of Milestone 2 to February to permit the continued identification of selected categories of SRD security dossiers to be purged and to study a proposal for restructuring and reducing the Interrogation Branch file system. Slippage of this milestone will entail slippage of Milestones 3 and 4 to March 1976.
- (3) 24 March 1976: Further time is needed to study the proposal for restructuring and reducing the scope of the Polygraph Branch file system. This will require slippage of Milestone 4 to April 1976. In addition, since a portion of our plan relates to the destruction of files on dissidents in accordance with Rockefeller's Commission Recommendation 17, OGC assistance has been requested in interpreting the meaning of the term "dissidents."
- (4) 24 May 1976: Additional time is needed to complete final draft and coordinate our proposed plan. This will require slippage of milestone 4 to June 1976.
- (5) 30 July 1976: Completion of the final milestone on this objective has been further delayed. The results of the recent Inspector General survey are expected to include a recommendation to carry out an accelerated program aimed at the purging of illegal, improper and unnecessary material in our record holdings. Submission of our purge plan and schedule is being held in abeyance pending receipt of the IG recommendations, in order to ensure that the plan is consistent with these recommendations. Further, we are proposing a FY 77 objective which would both implement the plan identified in this FY 76 objective and satisfy the expected IG proposal. Hopefully the plan and schedule will be finalized by September 76, if the IG recommendation is defined by that time.

OFFICE OF SECURITY ACTION PLAN

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OBJECTIVE STATEMENT:

Install and have operational in the Headquarters Building by 30 September 1976 the Security Access Control System.

STAT

LEVEL: DCI

ESTIMATE OF RESOURCES

350,000 (FY 74)
\$ 700,000 (FY 75)
176,000 (FY 76)
FY 76 2/3 MY
TQ 2/3 MY

ACTION OFFICER: DD/PTOS

STATUS

JUL-AUG

SEP-OCT

NOV-DEC

JAN-FEB

MAR-APR

MAY-JUN

+ = /

MILESTONES

COMPLETION DATES

1. SACS system software changes completed, installed and accepted.

2. Badge production system operational.

3. Rebadging program completed.

4. Entrance power and signal wiring installations completed.

5. Procedures published and Headquarters Security Branch training completed.

6. First entrance operational.

7. All Headquarters entrances operational.

JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
		■									
			■								
		76 →□	(2)			□	(1) →□				
						□		(3) →□	(5) →□		
	76 □ (7)						(4) →□				(6) →□
			76 (2) →□								□→
		76 □		76 (2) →□							

OFFICE OF SECURITY ACTION PLAN | OBJECTIVE NUMBER: OS-A 07-76 | LEVEL: 400040028-0

OBJECTIVE STATEMENT:

Implement completely by 30 June 1976 an Agency automated inventory system for the control of collateral Top Secret material.

STAT

ESTIMATE OF RESOURCES

\$ 55,000 (1)
2 MY

ACTION OFFICER: DD/P&M

STATUS

	+	=	L
JUL-AUG	<input checked="" type="checkbox"/>		
SEP-OCT	<input checked="" type="checkbox"/>		
NOV-DEC			<input checked="" type="checkbox"/>
JAN-FEB		<input checked="" type="checkbox"/>	
MAR-APR			<input checked="" type="checkbox"/>
MAY-JUN			<input checked="" type="checkbox"/>

MILESTONES

COMPLETION DATES

	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
1. Integrate proposed revision of [redacted] with redraft of Headquarters Regulation chapter.		<input checked="" type="checkbox"/>										
2. Develop schedule by component for completing input to data base of Top Secret document control information. (2)								(3)				
2a. DDO completed and operational.								<input checked="" type="checkbox"/>				
2b. Complete input of DDI data.												
2c. Complete input of DDS&T data.										<input checked="" type="checkbox"/>		(5)
2d. Complete input of DDA data.											<input checked="" type="checkbox"/>	(5)
2e. Complete input of DCI data.												<input checked="" type="checkbox"/>
3. Issue revised Area Top Secret Control Handbook.												<input checked="" type="checkbox"/>
4. Complete input to data base and implement system.												(6)
												(7)

- (1) 3 September 1975: Funds represent OS personnel costs only and do not include personnel costs of other components and computer support costs.
- (2) 3 September 1975: More detailed input completion reference points will be defined as milestones upon completion of this schedule.
- (3) 23 January 1976: Due to the variety of existing control systems maintained by the 61 Top Secret Control Officers, it has not been practical to develop a fixed schedule. This will not impact Milestone 4.
- (4) 23 January 1976: The Handbook is being developed; however, final preparation has been delayed in order to benefit from more experience with the operation of the new system. This will not impact Milestone 4.
- (5) 24 May 1976: Input of data continues. Our original estimate of 90,000 units has had to be revised. To date 116,175 data pieces have been inserted into data base with another 6,692 identified for input. 2b and 2c will be completed by June and will not delay the implementation schedule of milestone #4.
- (6) 24 May 1976: A "draft" handbook has been completed and is now being forwarded for coordination by the (60) Agency TSCCs. A 15 June date has been established for publication and promulgation of finished product. Slippage resulted because of two factors: a) the basic policy for the procedures in the handbook, has required a great deal of time in making Agency-wide coordination. It is now undergoing final review. b) the original handbook was oriented to a manual system and therefore, this rewrite required more time than was originally estimated for the technical and detailed descriptions. The rewrite will be published in time so as not to delay the system implementation date.
- (7) 30 July 1976: Although two elements of the program require some additional minor work, this objective is considered completed on schedule. The Top Secret system is operational. The two elements cited are the actual printing of the TS Control Manual and the input of less than 2000 records in the data base. The draft manual distributed earlier will not undergo substantive change in its final form and indeed is already being used throughout the Agency. The final input is being handled on a supplementary basis and will be finished in August. As of 23 July the data base contained 122,415 records.

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OFFICE OF SECURITY ACTION PLAN

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OBJECTIVE STATEMENT:

(1)
Devise by 30 November 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

ESTIMATE OF RESOURCES

\$ 28,000

1 MY

ACTION OFFICER: DD/P&M

STAT

STATUS

JUL-AUG

SEP-OCT

NOV-DEC

JAN-FEB

MAR-APR

MAY-JUN

MILESTONES

COMPLETION DATES

1. Restructure Program Submissions Packages to make them Product Oriented.

2. Identify possible mission performance indicators for each package.

3. Define what data collection requirements will have to be met to effectively use the performance indicators.

4. Identify the meaningful indicators that will be used by evaluating milestone #2 in reference to #3.

5. Submit report to DDA

OFFICE OF SECURITY ACTION PLAN		OBJECTIVE NUMBER: OS-A 03-76		LEVEL: DDA		STATUS		+	=	Δ
OBJECTIVE STATEMENT: Implement completely by 30 June 1976 an Agency automated inventory system for the control of collateral Top Secret material.				ESTIMATE OF RESOURCES		JUL-AUG				
				\$ 55,000 (1)		SEP-OCT				
				2 MY		NOV-DEC				
				ACTION OFFICER: DD/P&M		JAN-FEB				
STAT						MAR-APR				
						MAY-JUN				

MILESTONES	COMPLETION DATES											
	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
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2b. Complete input of DDI data.												(5)
2c. Complete input of DDS&T data.												(5)
2d. Complete input of DDA data.												
2e. Complete input of DCI data.												
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4. Complete input to data base and implement system.												(7)

OBJECTIVE NUMBER: OS-A 03-76

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OBJECTIVE NUMBER: OS-A-07-76

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- (1) 24 May 1976: As a result of discussions at the 2-4 April Office Head Conference and the 4 May DDA Planning Team Symposium (at which the ADD/A permitted the DDA components to extend the time limit for this objective) the Office of Security has developed a new planning sequence with a 30 November completion date.

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OFFICE OF SECURITY ACTION PLAN OBJECTIVE NUMBER: OS-A-07-78

OBJECTIVE STATEMENT:

Devise by 30 June 1976 systems and procedures to develop and establish a series of positive indicators against which the significant program missions (functions) can be judged.

ESTIMATE OF RESOURCES

\$ 28,000
1 MY

ACTION OFFICER: DD/P&M

STAT

STATUS

JUL-AUG
SEP-OCT
NOV-DEC
JAN-FEB
MAR-APR
MAY-JUN

+ = /

MILESTONES

COMPLETION DATES

- Identify possible indicators of mission performance.
- Evaluate indicators and select most meaningful and practical.
- Develop system and procedures to collect data associated with each selected indicator.
- Complete data collection and evaluation trial.
- Modify system and procedures based on trial results.
- Submit system and procedural description report to DD/A.

JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
			□ ---→ (1)								
				□ ---→ (1)	□ ---→ (2)	□ ---→ (3)					
					□ ---→ (1)	□ ---→ (2)					
								□			
									□		
											□

- (1) 18 November 1975: While possible indicators of mission performance have been identified, one segment of the Office required additional time to complete this milestone, thus slipping it until November 1975. With this slippage in milestone 1, we now expect similar one-month slippages in milestones 2 and 3.
- (2) 23 January 1976: List of possible indicators was completed in December 1975. Selection of most meaningful indicators has been delayed until February 1976. This will require additional slippage of Milestone 3.
- (3) 24 March 1976: Progress on this objective continues to encounter serious difficulty due to lack of a clear understanding of its purpose. At the 10 February 1976 Management Conference the DDA suggested that (a) the Office examine the Resource Package structure as a basis for developing performance indicators; and (b) the Director of Security ask three knowledgeable members of his staff to dedicate some collective time to the identification of possible mission performance indicators. During February and March these two suggestions have been pursued with some albeit limited success. With reference to the first suggestion the Office of Security's Resource Package structure is being changed in the current program submission to make it product oriented, thus providing a basis for evaluation along mission lines. With reference to the second suggestion three senior staff officers held a conference [] on 11-12 March with the attendance of the Assistant of Resources DDA, to rethink the problem of mission performance indicator identification. This conference did indeed develop new ideas with reference to possible performance indicators, but also tended to confirm that understanding of the objective itself is still a serious impediment to its accomplishment. While restructuring the Resource Packages in the current program submission is continuing, further efforts to identify performance indicators are being held in abeyance until the objective is discussed at the Office Head's Conference scheduled for 2-4 April. STAT

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Next 5 Page(s) In Document Exempt

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

STATUS REPORT - May/June MBO 1976 Objectives

FROM: Robert W. Gambino Director of Security 4E-60, Headquarters		EXTENSION		NO.
STAT				DATE 3 AUG 1976 <i>Orml</i>
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Chief, MAS/DDA 7D-10, Headquarters				<p>Attached are our May/June Status Reports on our DCI and DDA level MBO Objectives.</p> <div style="border: 1px solid black; height: 50px; width: 300px; margin: 10px 0;"></div> <p>DISTRIBUTION:</p> <ul style="list-style-type: none"> 4 - Adse 1 - D/Sec 1 - DD/Sec 1 - C/PPG 1 - DD/PTOS 1 - DD/PSI 1 - DD/P&M → 1 - OS Registry <p>Orig retained in PPG AS working copy</p> <p style="text-align: right;">OS 6 3395</p>
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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM
UNCLASSIFIED CONFIDENTIAL SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Security 4E-60, Hqs.		
2			
3			
4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

Remarks:

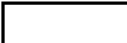
REF: MFR dtd 19 July 76 fr AD/DCI/IC
(DDA 76-3593). (05 63344)

Attached is the OMB letter on
Presidential Management Initiatives
the substance of which was discussed
in Reference.



Att: DDA 76-3849

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
C/MAS/DDA 	8/04/76

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